

- Step 2: Mapping the M&E system in each relevant Sector
- Step 3: Identification and characterization of nutrition performance indicators at Sector level
- Step 4: Collection of M&E capacity building needs related to nutrition
- Step 5: Adequacy Analysis between Sector Policies and sectors documents, the MSNP and area covered by the actual M&E system.

### Phase 3: Development of the monitoring and evaluation system of the NSMP

- Step 1: Benchmark of models of M&E mechanisms for nutrition data in reference countries
- Step 2: Definition of a common results framework at national level
- Step 3: development and implementation of an optimal model of the M&E system
- Step 4: Needs analysis and development of an action plan for capacity building of sectoral actors
- Step 5: Workshop for disseminating and validating the M&E system

### Specific objectives:

- 1) Produce an inventory of policies, documents and sectoral plans integrating the objectives related to the PSMN from:
  1. Environment
  2. Water and Sanitation
  3. Industry
  4. Fisheries
  5. Family and Social Protection
  6. Health
  7. Agriculture
  8. Local Governance and Decentralization
  9. Trade
  10. Education
  11. Livestock
  12. Education

- 2) Identify at the level of the sector what procedures and systems are in place for monitoring and evaluation of activities;
  - For each sector review indicators and derive from sectoral plan relevant indicators for the NSMP;
  - Identify the support needs at the sector level for the integrating new nutrition relevant indicators into their monitoring and evaluation cycle;
  - Propose a common results framework at the national level to be monitored
- 3) Evaluation;
  - Outline principles and an approach to M&E of the NSMP for the CLM;
  - Define the institutional frameworks for implementing M&E at the national level.

### KEY DOCUMENTS

**Government of Senegal: Multi-Sectoral Nutrition Strategic Plan (PSMN) for 2017-2021** Link not available

**The Monitoring and Evaluation Framework**  
<https://bit.ly/2k0JTmi>

### ADDITIONAL INFORMATION

**About the Technical Assistance for Nutrition (TAN) Programme** <https://bit.ly/2rHWqiN>  
**NI TAN Eligibility Criteria** <https://bit.ly/2KZeegg>  
**Cellule de Lutte Contre la Malnutrition (CLM):**  
<http://clmsn.org>  
**Performances Group:**  
<http://www.performancesgroup.com>

This brief was researched by and created in collaboration with the TAN partner with responsibility for Knowledge Management - Emergency Nutrition Network (ENN). ENN's Regional Knowledge Management Specialists in West and East Africa supported the capture of this learning and the ENN Global KM Coordinator worked closely with NI on the final drafts.

### About Nutrition International

Founded in 1992, Nutrition International is a global organization dedicated to delivering proven nutrition interventions to those who need them most. Working in partnership with countries, donors and implementers, our experts conduct cutting-edge nutrition research, support critical policy formulation, and integrate nutrition into broader development programs. In more than 60 countries, primarily in Asia and Africa, Nutrition International nourishes people to nourish life. Find out more at [www.NutritionIntl.org](http://www.NutritionIntl.org).



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## Developing a Monitoring and Evaluation System for the Government of Senegal's Multi-sectoral Nutrition Plan TAN Technical Assistance Brief

In 2017 the Government of Senegal (GoS) approved the Multi-Sectoral Nutrition Strategic Plan (PSMN) for 2017-2021.

To advance the implementation of this plan, Nutrition International's Technical Assistance for Nutrition (NI-TAN) Project provided expert support for the development of a monitoring and evaluation plan to accompany PSMN 2017-2021.

PSMN 2017-2021 presents an integrated approach for tackling different forms of malnutrition within the country. Led by the Cellule de Lutte Contre la Malnutrition (CLM), it outlines the roles and responsibilities not only for 12 different government ministries, but for Civil Society organizations and other key stakeholders.

At the foundation of the PSMN are seven strategic objectives:

- SO1: Reduce by at least 20% the prevalence of stunting by 2021 at the national level
- SO2: Reduce by 15% the proportion of children with low birth weight by 2021
- SO3: Reduce to less than 5% the prevalence of acute malnutrition among children aged 0-5
- SO4: Increase to at least 43% the rate of Exclusive Breastfeeding during the first 6 months
- SO5: Reduce by 25% the prevalence of anemia among vulnerable groups
- SO6: Reduce by at least 20% the prevalence of deficiencies for other micronutrients (iodine, zinc and vitamin A)
- SO7: Reduce by 10% the prevalence of obesity among vulnerable groups

Combating malnutrition is a top priority for Senegal. In 2001 Cellule de Lutte Contre la Malnutrition (CLM) was launched, reporting directly to the Prime Minister. The new agency

### Technical Assistance for Nutrition (TAN)

is a programme funded with UK aid from the UK government which seeks to improve the capacity of SUN countries to design, deliver, and track the progress of nutrition programs and to generate, learn from and adopt knowledge of what works.

Nutrition International is contributing to TAN by coordinating the provision of technical assistance to help national SUN focal points in select countries to overcome gaps in capacity for the design and delivery of multi-sectoral national nutrition plans, tapping into its global hub to source and deploy the expertise needed.



assembled representatives from government ministries and civil society to assist the in the development of nutrition policies, and to ensure that nutrition projects and programmes across Senegal were aligned with those policies, and properly implemented.

Early national nutrition policies in Senegal (the first was in 2001) were largely focused on the implementation of high impact Essential Nutrition Actions (ENAs).

More recently, GoS has recognized the need to widen its approach, including nutrition-sensitive as well as nutrition-specific programmes in the planning process, and in the scale up and measurement.

PSMN 2017-2021 is the first truly multi-sectoral plan for the country, with separate sectoral strategies, budgets and indicators, all aligned to deliver the common results/headline targets.

THE APPROACH TO PROVIDING TECHNICAL ASSISTANCE

Identifying needs and priorities

In August 2016 Nutrition International (NI) Country Director Balla Moussa Diedhiou reached out to SUN Focal Point Abdoulaye Ka as well as the CLM team to begin the process of identifying technical assistance needs in Senegal, in collaboration with country stakeholders.

The SUN FP for Senegal is the Coordinator of the CLM, so very well placed to guide multi-sectoral nutrition consultation in the country.

Early and broad consultation with country stakeholders is a fundamental value of the TAN TA approach.

Once a preliminary agreement on technical assistance (TA) needs was identified with the CLM leadership, the process was opened up to include the SUN Civil Society Network, the donor community (UK, Canada, World Bank) and the relevant UN agencies (UN REACH, UNICEF, WFP).

While there was limited engagement at the sub-national level, CLM was able to bring in insights from its work at the regions.

A shortlist of 10 identified TA needs emerged from this process. Priorities were established according to the following criteria:

- Alignment with key government policy documents and timelines
- NI areas expertise,

- Anticipated impact,
- Sustainability

The shortlist was subjected to a second round of consultations with different stakeholders, specifically on the issue of prioritization. Consideration was also given to avoiding duplication with other technical assistance initiatives, as well as opportunities to leverage collaboration, such as cost-sharing.

The national plan had established a clear roadmap for the next 5 years, however, it required additional support to be fully operational. There was a broad consensus that technical assistance to support the new national plan was a clear and urgent priority. There was also a need to track and monitor progress.

Two specific TA requests were approved by the SUN Focal Point as any outcome of the consultation:

1. A monitoring and evaluation plan to accompany PSMN 2017-2021
2. A communications and advocacy plan

This report describes the process and outcome of the Monitoring and Evaluation Plan.

Recruiting experts

CLM and the NI-TAN team collaborated on the Terms of Reference for the development of a monitoring and evaluation framework. CLM has a dedicated lead for M&E who supported the SUN FP in engagement with NI and provided technical oversight at all stages of the TA process.

Through a call open to both national and international consultants, Performances Group, a Senegalese consulting firm, was selected to execute the TA. The firm had a substantial understanding of the details of the national plan and its sectoral components having already worked on the PSNM. They also had a strong and well established working relationship with CLM.

The consultants developed an action plan for the work which was reviewed and approved by NI and CLM. The breakdown of this plan and it key stages are included in Annex X <insert the name of the document>.

Formal contracting was a triangular process involving NI-TAN, the consultant and the CLM on behalf of the government. The consultant was contracted through a letter of engagement signed by NI stating NI commitments and specifies the roles and responsibilities of CLM, NI and the consultant. As in all NI-TAN projects, it is the government that is given

ultimate authority to sign off on deliverables and agree when the work is completed and milestones achieved, with a quality assurance role for outputs for NI throughout the life of the work.

Technical approach and findings

The PSMN 2017-2021 is wide ranging in its multi-sectoral approach, a first for the Government of Senegal. There was no precedent for integrating diverse monitoring and evaluation systems from 12 different sectors.

Taking stock of existing systems and navigating the complex landscape was a key challenge for the consultants.

The following activities were undertaken:

Stage One: Completion of a situational analysis

This revealed that M&E systems of different sectors at different levels varied greatly in terms of structure, frequency of collection and indicators. It included a synopsis of the M&E systems for all 12 Ministries describing how data was collected, by whom, and with what frequency, as well as the strengths, weakness and capacity of the system.

Stage Two: Development of a results framework

The consultants prepared a results framework for the PSMN based on indicators already being tracked across the 12 sectors, including new indicators as required. Some existing indicators were retained but amended. Specifically, several indicators were altered to include disaggregation by gender.

The final M & E framework for the PSNM contained 63 indicators, with 14 measuring impact, and 49 focused on outcomes. (See <link> Annex X of the strategy for details)

THE UNIQUE CONTRIBUTION OF CLM

The CLM played a critical role in the delivery of the TA by linking consultants to ministerial stakeholders from different sectors and ensuring access to relevant documentation and data. CLM facilitated sub-national visits and further connections to stakeholders regionally. In addition,

CLM validated the questionnaires used by the consultants and reviewed all deliverables. The SUN FP, also the Coordinator of CLM, provided oversight of the TA as well as El hadji Momar Thiam the dedicated M&E officer within the CLM, who was the key technical lead involved in the work.

THE UNIQUE CONTRIBUTION OF NI-TAN

NI-TAN’s role was to ensure quality as well as alignment with international best practices. This is achieved by engaging a global pool of experts to undertake a technical review of outputs, providing an extra layer of quality assurance and benchmarking.

The interplay of local and global expertise is an important and unique “value-added” delivered by NI-TAN.

RESULTS

The close working partnership that developed between NI-TAN, CLM and GoS led to the delivery of a robust M&E Framework that outlines specifically how each sector’s activities will contribute to the overall headline targets for reducing malnutrition in Senegal in the coming years.

This TA has significantly propelled GoS capacity to scale up nutrition in the country by delivering the following:

- An inventory of policies, documents and sectoral plans integrating the PSMN objectives with targets for each sector;
- A mechanism and operational procedures for M&E activities identified at the level of each sector involved in the NSMP;
- Sector-specific indicators derived from separate sector plans that feed into the nutrition common results framework;
- Sector-level support provided to integrate NHSP-related indicators into their monitoring and evaluation cycle are identified;
- A common national results framework of the NSMP to be monitored evaluation is proposed and discussed as well as its general principles and approach;
- Institutional frameworks for the implementation of M & E at the national level defined.

APPENDIX: FULL CONSULTANT WORK PLAN

Phase 1: Framing and launching the mission

- Step 1: Framing and launching
- Step 2: Collection and analysis of useful documents
- Step 3: Interviews and focus groups with key stakeholders

Phase 2: Situation analysis of monitoring and evaluation mechanisms link to nutrition

- Step 1: situation analysis of policies, documents and plans taking into account nutrition in different sectors